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SECRETARY OF THE AIR FORCE**



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Command Policy

OPERATIONAL RISK MANAGEMENT

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction implements AFD 90-901, Operational Risk Management. It establishes the requirement to integrate and sustain operational risk management (ORM) throughout the Air Force. It assigns responsibilities for program elements and contains program management information. HQ Air Force staffs, major commands (MAJCOMs), direct reporting units (DRUs) and field operating agencies (FOAs) are responsible for establishing and sustaining their respective programs according to the program elements described in this instruction. It applies to all Air Force personnel and functional areas, including the Air Force Reserve and Air National Guard. Do not supplement this instruction without prior review by the Air Force Chief of Safety (AF/SE). **Records Disposition.** Maintain and dispose of records created as a result of processes prescribed in this publication in accordance with AFMAN 37-139, Records Disposition Schedule.

(PACAF) This instruction implements AFD 90-9, *Operational Risk Management*, and AFI 90-901, *Operational Risk Management*, which establish the requirements to integrate and sustain the operational risk management (ORM) program. This instruction establishes requirements for implementing an ORM program throughout Pacific Air Forces (PACAF) area of responsibility (AOR). It assigns responsibilities for program elements and contains program management information. PACAF Numbered Air Forces (NAF) and subordinate units are responsible for establishing and sustaining their respective programs

according to the program elements described in this instruction and AFI 90-901. This supplement applies to commanders, functional managers, supervisors and individual PACAF personnel. This publication does not apply to PACAF-gained Air National Guard (ANG) and Air Force Reserve (AFRES) units. It may be supplemented as needed to support local ORM programs.

(PACAF) AFI 90-901, 1 April 2000, is supplemented as follows:

(8FW) This instruction implements AFPD 90-9, *Operational Risk Management*, and AFI 90-901, *Operational Risk Management*, and PACAF Supplement 1, which establish requirements to integrate and sustain the Operational Risk Management (ORM) program. It establishes requirements for implementing an ORM program throughout the 8th Fighter Wing (8 FW), and assigns responsibilities for program elements and contains program management information. All Groups and squadrons assigned to the 8 FW are responsible for establishing and sustaining their respective ORM programs according to the program elements described in this instruction, AFI 90-901, the PACAF Supplement 1 and the PACAF *Operational Risk Management Integration and Sustainment Plan*. This supplement applies to 8 FW commanders, ORM advisors, functional managers, supervisors and individual personnel. Groups and squadrons may publish additional ORM guidance to support their ORM programs. Copies of group and unit-level ORM guidance should be forwarded to the Chief of Wing Safety (8 FW/SE, or COS) to facilitate crosstell.

(8FW) AFI 90-901, 1 April 2000 and PACAF Sup 1, 28 September 2001 are supplemented as follows:

(51FW) This instruction implements AFPD 90-9, *Operational Risk Management*, and AFI 90-901, *Operational Risk Management*, and PACAF Supplement 1, which establish requirements to integrate and sustain the Operational Risk Management (ORM) program. It establishes requirements for implementing an ORM program throughout the 51st Fighter Wing, and assigns responsibilities for program elements and contains program management information. All Groups and squadrons assigned to the 51 FW are responsible for establishing and sustaining their respective ORM programs according to the program elements described in this instruction, AFI 90-901, the PACAF Supplement 1 and the PACAF *Operational Risk Management Integration and Sustainment Plan*. This supplement applies to 51 FW commanders, ORM advisors, functional managers, supervisors and individual personnel. Groups and squadrons may publish additional ORM guidance to support their ORM programs. Copies of group and unit-level ORM guidance should be forwarded to the 51 FW ORM advisor to facilitate crosstell.

(51FW) AFI 90-901, 1 April 2000, is supplemented as follows:

Section A	ORM Process Description	4
1.	Definition, Purpose, and Scope.	4
2.	Goals:	4
3.	ORM Principles.	5
4.	ORM Fundamentals.	5
Section B	Program Management	6
5.	Responsibilities.	6
6.	(Added-PACAF)PACAF Policy.	8

AFI90-901_PACAFSUP1_8FWSUP1_51FWSUP1_I 5 MARCH 2004	3
7. (Added-PACAF)Training.	12
Attachment 1— GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION	15
Attachment 1 (PACAF)— GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION	17
Attachment 2 (Added-PACAF)— UNIT ADVISOR CHECKLIST	19
Attachment 3 (Added-PACAF)— HIGH RISK ACTIVITIES	21

Section A—ORM Process Description

1. Definition, Purpose, and Scope. Operational risk management is a decision-making process to systematically evaluate possible courses of action, identify risks and benefits, and determine the best course of action for any given situation. ORM enables commanders, functional managers, supervisors, and individuals to maximize operational capabilities while limiting all dimensions of risk by applying a simple, systematic process appropriate for all personnel and functions both on- and off-duty. Appropriate use of ORM increases both an organization's and individual's ability to accomplish their mission, whether it is flying an airplane in combat, loading a truck with supplies, planning a joint service exercise, establishing a computer network, or driving home at the end of the day. Application of the ORM process ensures more consistent results, while ORM techniques and tools add rigor to the traditional approach to mission accomplishment, thereby directly strengthening the Air Force's warfighting posture.

1.1. (Added-PACAF) **PACAF ORM Program Guidelines.** All PACAF functional areas should follow these basic concepts for integrating ORM:

1.1.1. (Added-PACAF) Comprise a comprehensive system for improving individual and organizational performance in all operations.

1.1.2. (Added-PACAF) Be tailored to meet the unique mission needs and operational requirements of each organization.

1.1.3. (Added-PACAF) Provide the process and tools to develop and enhance awareness and understanding of at-risk activities and behavior of personnel, both on- and off-duty.

1.1.4. (Added-PACAF) Ensure the application of ORM process identifies those areas where regulatory guidance is overly restrictive or otherwise not consistent with mission requirements. In this event, the risk assessment may be used to support requests for appropriate level waivers, variances, or changes, but will not in itself constitute authority to violate any directive, policy, standard, or other regulatory guidance.

1.1.5. (Added-PACAF) Incorporate a systematic decision-making tool, as explained in AFPAM 90-902, *Operational Risk Management Guidelines and Tools*.

1.1.6. (Added-PACAF) Ensure ORM applications are documented, where appropriate.

1.1.6.1. (Added-8FW) 8 FW/SE will be the OPR for collecting and maintaining formal ORM guidance and successful ORM applications from across the 8 FW.

1.1.6.1. (Added-51FW) 51 FW/SE will be the OPR for collecting and maintaining formal ORM guidance and successful ORM applications from across the 51 FW.

2. Goals:

2.1. Enhance mission effectiveness at all levels, while preserving assets and safeguarding health and welfare.

2.2. Integrate ORM into mission processes, ensuring decisions are based upon assessments of risk integral to the activity and mission.

2.3. Create an Air Force in which every leader, airman, and employee is trained and motivated to manage risk in all their on- and off-duty activities.

2.4. Identify opportunities to increase Air Force warfighting effectiveness on the battlefield and in the operational aerospace environment, helping to ensure decisive victory in any future conflict at the least possible cost.

3. ORM Principles. Four principles govern all actions associated with the management of risk. These principles, continuously employed, are applicable before, during, and after all tasks and operations.

3.1. **Accept no unnecessary risk.** Unnecessary risk comes without a commensurate return in terms of real benefits or available opportunities. All Air Force missions and daily routines involve risk. The most logical choices for accomplishing a mission are those that meet all mission requirements while exposing personnel and resources to the lowest acceptable risk.

3.2. **Make risk decisions at the appropriate level.** Making risk decisions at the appropriate level establishes clear accountability. Those accountable for the success or failure of the mission must be included in the risk decision process.

3.3. **Accept risk when benefits outweigh the costs .** All potential benefits should be compared to all potential costs. The process of weighing risks against opportunities and benefits helps to maximize unit capability. Even high risk endeavors may be undertaken when there is a well founded basis to believe that the sum of the benefits exceeds the sum of the costs.

3.4. **Integrate ORM into operations and planning at all levels.** To effectively apply risk management, commanders must dedicate time and resources to integrate ORM principles into planning and operational processes. Risk assessments of operations are most mission supportive when they are done as a normal way of conducting a mission, not an add-on process performed by people not otherwise involved.

4. ORM Fundamentals. The essential concepts of Air Force ORM are outlined below. ORM:

4.1. Is a comprehensive system for improving individual and organizational performance in all functional areas and operations.

4.2. Should be tailored to meet the unique mission needs and operational requirements of each organization.

4.3. Provides the process and tools to develop and enhance awareness and understanding of at-risk activities and behavior of personnel both on- and off-duty.

4.4. Application may identify areas where regulatory guidance is overly restrictive or otherwise not consistent with mission requirements. In this event, the risk assessment may be used to support solicitation of appropriate level waiver, variance, or change, but will not in itself constitute authority to violate any directive, policy, standard, or other applicable regulatory guidance.

4.5. Is a continuous, systematic decision-making tool consisting of six steps that define the process. The following is a description of the six-step process.

4.5.1. **Identify the Hazards .** Step one of the process involves application of appropriate hazard identification techniques in order to identify hazards associated with the operation or activity. Hazard can be defined as any real or potential condition that can cause mission degradation.

4.5.2. **Assess the Risk** . The assessment step involves the application of quantitative or qualitative measures to determine the probability and severity of ill effects potentially resulting from exposure to a hazard.

4.5.3. **Analyze Risk Control Measures** . Step three involves the evaluation of specific strategies and controls that reduce or eliminate risk. Effective mitigation measures reduce one of the three components (probability, severity or exposure) of risk.

4.5.4. **Make Control Decisions** . Decisions are made at the appropriate level and are based upon analysis of overall costs and benefits. Decision-makers choose the most mission supportive risk controls consistent with ORM principles.

4.5.5. **Implement Risk Controls** Once control measures have been selected, an implementation strategy must be developed and carried out.

4.5.6. **Supervise and Review**. Risk management is a process that continues throughout the life cycle of the system, mission, or activity. Leaders at every level must fulfill their respective roles in ensuring controls are sustained over time. Once controls are in place, the process must be periodically reevaluated to ensure their effectiveness and mission supportiveness.

Section B—Program Management

5. Responsibilities. The following responsibilities are in addition to those defined by AFD 90-9, *Operational Risk Management*.

5.1. **Air Force ORM Steering Committee.** An ORM steering committee will provide senior level cross-functional review and approval of Air Force ORM policy, requirements, and overall strategy. This committee will be co-chaired by the Air Force Assistant Vice Chief of Staff and the Deputy Assistant Secretary for Environment, Safety, and Occupational Health. Membership will include HQ USAF/DP/IL/JA/SC/SE/SG/ST/XO/XP, SAF/AQ/FM/IG/PA and the Air Force ORM Program Manager. Other HQ staff offices will serve as on-call members of the committee and will participate as required. The committee will meet at least annually.

5.2. **Air Force ORM Integrated Process Team (IPT).** An ORM IPT will develop the Air Force ORM policy, requirements, and overall strategy necessary to facilitate Air Force-wide integration and sustainment of ORM. The IPT will be chaired by the Air Force ORM Program Manager and is comprised of representatives from SAF/AQ/FM/IG/MI, HQ USAF/DP/IL/JA/SC/SE/SG/XO, and HQ AFDC. Other HQ USAF staffs will serve as on-call members of the IPT and will participate as required. The Air Force ORM IPT will report to the Air Force ORM Steering Committee. The IPT will meet at least semi-annually. Note: The IPT and any subgroups will be participant funded.

5.3. **Air Force ORM Working Group.** An ORM Working Group will assist the Air Force ORM IPT in developing the Air Force ORM policy, requirements, and overall strategy by identifying line organization requirements. The working group will also facilitate the exchange of crosstell and lessons-learned information between the commands. The working group will be chaired by the Air Force ORM Program Manager and comprised of representatives from each MAJCOM (including ANG), USAFA, AFOTEC, AFSFC, and AFCIC. Other DRUs and FOAs will serve as on-call members of the group and will participate as required. The Air Force ORM Working Group will report to the Air Force ORM IPT. The working group will meet at least semi-annually. Note: The working group and any subgroups will be participant funded.

5.4. SAF/AQ will ensure that acquisition guidance incorporates and links ORM; Operational Safety, Suitability, and Effectiveness; and System Safety principles and practices, to the extent that it is both possible and mission supportive.

5.5. SAF/FM will ensure fiscal guidance incorporates ORM principles, to the extent that it is both possible and mission supportive.

5.6. HQ USAF/XP will ensure the Air Force strategic plan and fiscal guidance incorporate ORM principles, to the extent that it is both possible and mission supportive.

5.7. HQ USAF/DP will provide guidance to integrate ORM process, principles, and techniques into training and educational programs to the extent that it is both possible and mission supportive to do so in consideration of the goals outlined in this instruction.

5.8. HQ USAF/SE and HQ Air Force Safety Center will:

5.8.1. Provide overall leadership and management of the Air Force ORM Program.

5.8.2. Develop and field generic ORM tools, education and training, guidance, and other initiatives necessary to support the Air Force-wide integration and sustainment of ORM. Note: HQ USAF staffs, MAJCOMs, DRUs, and FOAs will provide ORM tools, education and training, guidance, and other initiatives necessary to support ORM integration and sustainment specific to their organization or functional area.

5.9. HQ AFDC/CC will support the integration of ORM concepts and principles into new and existing doctrine, where mission supportive to do so, to induce and guide its application by warfighters.

5.10. Air Education and Training Command will ensure ORM education and training begins at accession and continues throughout a member's technical and professional development. ORM education and training will begin with initial awareness and progress in a building-block manner that is supportive of the goals outlined in this AFI.

5.11. MAJCOM (including ANG), DRU, and FOA commanders will:

5.11.1. Serve as principal advocates for ORM and are key decision-makers in allocating assets to control risk and/or accept it when mission benefits dictate.

5.11.2. Appoint an ORM Program Manager who will develop command specific ORM policy, requirements, and overall strategy necessary to facilitate integration and sustainment of ORM within the command. This individual will interact with the Air Force ORM program manager to ensure continuity with the overall Air Force ORM program.

5.11.2. (PACAF) PACAF/SE will provide the PACAF ORM Program Manager. Additionally, the PACAF Program Manager will:

5.11.2.1. (Added-PACAF) Develop command-specific ORM policy, requirements, and overall strategy necessary to facilitate integration and sustainment of ORM within the command.

5.11.2.2. (Added-PACAF) Represent PACAF on the Air Force ORM Working Group.

5.11.2.3. (Added-PACAF) Conduct staff assistance visits as necessary to ensure viable programs within all PACAF organizations.

5.11.2.4. (Added-PACAF) Ensure changes are made to PACAF ORM program guidance as necessary to sustain the PACAF ORM program.

5.11.2.5. (Added-PACAF) Provide ORM tools and education & training materials (primarily via the Internet), guidance, and other initiatives necessary to support ORM integration and sustainment. See **Attachment 2 (Added)** for the inspection checklist.

5.11.2.5.1. (Added-8FW) 8 FW/SE will use AFI 90-901/PACAF Supplement 1, **Attachment 2 (Added)**, “Unit Advisor Checklist” to evaluate each unit’s ORM program during their normally scheduled Annual Ground Safety and Program Management Inspection. The 8th Fighter Wing, Inspection General (8 FW/IGI) Exercise Evaluation Team members should also utilize this checklist during wing-level Unit Compliance Inspections.

5.11.2.5.1. (Added-51FW) 51 FW/SE will use AFI 90-901/PACAF Sup 1, **Attachment 2 (Added)**, “Unit Advisor Checklist” to evaluate each unit’s ORM program during their normally scheduled Annual Ground Safety and Program Management Inspection.

5.11.3. Ensure that inputs are provided to AETC for ORM related course development and integration.

5.11.4. Integrate ORM principles, concepts, and techniques into command level education and training programs (i.e., squadron commanders’ and supervisors’ courses).

5.11.5. Ensure that supervisors and unit level ORM advisors are properly educated and trained in ORM principles, concepts, and techniques.

5.12. Single Managers will:

5.12.1. Apply ORM principles and practices in the development and sustainment of weapon systems as part of the acquisition systems engineering process. Note that systems engineering refers to the application of ORM principles and practices as System Safety.

5.12.2. Provide, as part of the testing and fielding of a new or modified weapon system, information to the testers, operators, and maintainers on all identified hazards, implemented mitigation measures, and accepted residual risks.

5.12.3. Assist weapon system testers, operators, and maintainers in the application of ORM to those weapon systems, to include the assessment of hazards and potential mitigation measures.

6. (Added-PACAF) PACAF Policy.

6.1. (Added-PACAF) HQ Staff Directors, NAFs, wing, group and squadron commanders will:

6.1.1. (Added-PACAF) Consistent with Chief of Staff of the Air Force (CSAF) direction on institutionalizing ORM processes, incorporate ORM, to the extent that it is possible and mission supportive, in strategic planning, fiscal guidance, and training and education programs.

6.1.2. (Added-PACAF) Provide overall leadership and management of the PACAF ORM Program within their areas of responsibility.

6.1.3. (Added-PACAF) Serve as principle advocates for ORM and as key decision-makers in allocating assets to control risk and/or accept it when mission benefits dictate.

6.1.4. (Added-PACAF) Ensure visible command support for the ORM program. Commanders at all levels should ensure an ORM Advisor is appointed to oversee unit ORM activities (at a minimum, this is required at the wing and group level).

6.1.4.1. (Added-8FW) 8 FW/SE will act as the primary ORM Advisor for the 8 FW. 8 FW/SE may appoint a member of his staff to oversee management and execution of the ORM program.

6.1.4.1. (Added-51FW) 51 FW/SE will act as the primary ORM advisor for the 51 FW. 51 FW/SE may appoint a member of his staff to oversee management and execution of the ORM program.

6.1.4.2. (Added-8FW) All group commanders will appoint ORM Advisors in writing and forward copies of the appointment letters to 8 FW/SE. Appointment letters should provide the advisor's name, rank, unit, phone number, DEROS and the date the ORM Application and Integration Course were accomplished. The Application and Integration Course may be completed by any method (i.e., in-residence, WBT, VTC, etc.). Group with widely diverse missions and squadrons which routinely accomplish formal ORM assessments, should appoint and train a sufficient number of ORM Advisors as needed by the unit.

6.1.4.2. (Added-51FW) All group commanders will appoint ORM advisors in writing and forward copies of the appointment letters to 51 FW/SE. Appointment letters should provide the advisor's name, rank, unit, phone number, DEROS and the date the ORM Application and Integration Course was accomplished. The Application and Integration Course may be completed by any method (e.g., in-residence, WBT, VTC, etc.). Groups with widely diverse missions and squadrons which routinely accomplish formal ORM assessments, should appoint and train a sufficient number of ORM advisors as needed by the unit.

6.1.4.3. (Added-8FW) In addition to unit ORM Advisor's, all personnel with a safety AFSC who are assigned to the 8 FW/SE should complete the ORM Application and Integration Course. Those who complete the course may act as ORM facilitators to assist group and squadron advisors in developing ORM processes. The Application and Integration Course may be completed by any method (i.e., in-residence, WBT, VTC, etc.).

6.1.4.3. (Added-51FW) In addition to unit ORM advisors, all personnel with a safety AFSC who are assigned to the 51 FW/SE should complete the ORM Application and Integration Course. Those who complete the course may act as ORM facilitators to assist group and squadron advisors in developing ORM processes. The Application and Integration Course may be completed by any method (e.g., in-residence, WBT, VTC, etc.).

6.1.4.4. (Added-8FW) 8 FW/SE will maintain a list of all unit ORM Advisors and all other wing personnel who completed the ORM Application and Integration Course via the AF Safety Center, VTC or WBT. When available, these individuals may be utilized to serve on cross-functional ORM applications across the wing, as the need arises.

6.1.4.4. (Added-51FW) 51 FW/SE will maintain a list of all unit ORM advisors and all other wing personnel who completed the ORM Application and Integration Course via the AF Safety Center, VTC or WBT. When available, these individuals may be utilized to serve on cross-functional ORM applications across the wing, as the need arises.

6.1.5. (Added-PACAF) Know the high-risk activities their personnel participate in, both on- and off-duty. The intent is for commanders/supervisors to have the opportunity to intervene with risk mitigation tools (for example, PACAF Comprehensive Assessment of Risk & Evaluation System (CARES)) where they see the need and if they think it is appropriate.

6.1.5.1. (Added-PACAF) Wing commanders will determine the high risk activities for their base. See **Attachment 3 (Added)** for a partial list of high risk activities. This list is not definitive or all inclusive.

6.1.5.1.1. (Added-8FW) As a minimum, 8 FW commanders and supervisors will use the following list of “high risk” when considering the need to counsel individuals about appropriate risk mitigation methods: All Terrain Vehicles riding, Auto/Motorcycle Racing/Riding, Bungee Jumping, Civil Helicopter Flying, Civil Light Aircraft Flying, Cliff Diving, Dirt Biking, Hang Gliding, Hunting, Kayaking, Kite Surfing, Mountain Climbing/Rappelling, Para-Sailing, Rodeo/Bull-Riding, Scuba diving, Snow Skiing and Boarding, Snowmobile Riding, Soaring, Surfing, White Water Rafting/Activities. (**NOTE:** This list includes Motorcycle Riding, which is not specified in the PACAF list.)

6.1.5.1.1. (Added-51FW) As a minimum, 51 FW commanders and supervisors will use the following list of “high risk” when considering the need to counsel individuals about appropriate risk mitigation methods: All Terrain Vehicles riding, Auto/Motorcycle Racing/Riding, Bungee Jumping, Civil Helicopter Flying, Civil Light Aircraft Flying, Cliff Diving, Dirt Biking, Hang Gliding, Hunting, Kayaking, Kite Surfing, Mountain Climbing/Rappelling, Para-Sailing, Rodeo/Bull-Riding, Scuba Diving, Snow Skiing and Boarding, Snowmobile Riding, Soaring, Surfing, White Water Rafting/Activities. (**NOTE:** This list includes Motorcycle Riding, which is not specified in the PACAF list.)

6.2. (Added-PACAF) ORM Advisors will:

6.2.1. (Added-PACAF) Use this instruction to implement a unit’s ORM plan. This plan should consist of, as a minimum, the unit’s education and training plan, policy requirements, and an integration plan. The integration plan should detail how new members are trained and briefed on the ORM processes in the unit.

6.2.2. (Added-PACAF) Ensure sufficient functional representation to assure all assigned personnel are included in the ORM program. (**NOTE:** The role of the advisor is one of instructor, facilitator, and champion supporting organizational ORM process implementation.)

6.2.3. (Added-PACAF) Complete the Applications and Integration course training either through the AFSC sponsored class, via Video Tele-Conference (VTC), by accomplishing the Level 1 through Level 3 ORM Web Based Training (WBT).

6.2.3.1. (Added-8FW) All ORM Advisors will complete required AFSC, VTC or WBT training prior to appointment. If unable to complete the training, the appointment letter should state the method and date they are expected to complete the training. In those cases, ORM Advisors are responsible with forwarding an updated letter to 8 FW/SE once the training is completed.

6.2.3.1. (Added-51FW) All ORM advisors will complete required AFSC, VTC or WBT training prior to appointment. If unable to complete the training, the appointment letter should state the method and date they are expected to complete the training. In those cases, ORM advisors are responsible with forwarding an updated letter to 51 FW/SE once the training is completed.

6.2.3.2. (Added-8FW) 8 FW/SE will work directly with PACAF/SE to obtain and schedule all 8 FW slots in the three-day “Applications and Integration Course” at Kirtland AFB. All per diem, lodging and transportation costs associated with this course are unit funded.

6.2.3.2. (Added-51FW) 51 FW/SE will work directly with PACAF/SE to obtain and schedule all 51 FW slots in the three-day “Applications and Integration Course” at Kirtland AFB. All per diem, lodging and transportation costs associated with this course are unit funded.

6.2.4. (Added-PACAF) Provide ORM tools, education & training, guidance, and other initiatives necessary to support ORM integration and sustainment specific to their organizations and functional areas.

6.2.5. (Added-PACAF) Establish procedures to ensure all personnel receive ORM education and training tailored to their needs, with additional training when warranted by mission changes. Review all training programs periodically to ensure ORM training is tailored to the needs of unit personnel.

6.2.6. (Added-PACAF) Monitor use of ORM process throughout the unit to ensure sustainment of active programs. Promote the use of ORM in conjunction with a unit safety or training days.

6.2.6.1. (Added-8FW) 8 FW/SE will facilitate semi-annual ORM Advisors meetings. All group-and squadron-appointed ORM Advisors and ORM Training Monitors are expected to attend. Meeting agenda items should include a review of current HHQ ORM guidance, group/squadron-level ORM integration, ORM training opportunities and successful ORM applications. The main purpose of these meetings will be to assess the status of the 8 FW’s ORM program and provide an opportunity for unit advisors to crosstell on current ORM successes and challenges.

6.2.6.1. (Added-51FW) 51 FW/SE will facilitate semi-annual ORM advisors meetings. All group-and squadron-appointed ORM advisors and ORM training monitors are expected to attend. Meeting agenda items should include a review of current HHQ ORM guidance, group/squadron-level ORM integration, ORM training opportunities and successful ORM applications. The main purpose of these meetings will be to assess the status of the 51 FW’s ORM program and provide an opportunity for unit advisors to crosstell on current ORM successes and challenges.

6.2.7. (Added-PACAF) As appropriate, provide the HQ PACAF ORM Program Manager with successful ORM application stories to be used in crosstells.

6.2.7.1. (Added-8FW) Group and squadron ORM Advisors should forward all copies of formal ORM guidance, daily ORM worksheet templates or successful “large scale ORM applications to 8 FW/SE.

6.2.7.1. (Added-51FW) Group and squadron ORM advisors should forward all copies of formal ORM guidance, daily ORM worksheet templates or successful “large scale ORM applications to 51 FW/SE.

6.2.7.2. (Added-8FW) 8 FW/SE will serve as the facilitator in encouraging crosstell among Wing units and the HQ PACAF ORM Manager. Units are encouraged to crosstell with their PACAF functional managers for additional ORM guidance and applications that may be unique to their functional areas and unit missions.

6.2.7.2. (Added-51FW) 51 FW/SE will serve as the facilitator in encouraging crosstell among wing units and the HQ PACAF ORM Manager. Units are encouraged to crosstell with their PACAF functional managers for additional ORM guidance and applications that may be unique to their functional areas and unit missions.

6.3. (Added-PACAF) Section supervisors will:

6.3.1. (Added-PACAF) Recommend each work center assess unique operations and make decisions based on the assessment. Other areas of consideration include development of a section hazard table identifying hazards associated with on-duty and contingency tasks; update the table as conditions change.

6.3.2. (Added-PACAF) Apply ORM to all unique or one-time tasks (e.g., moving to a new building). Involve as many personnel as possible to participate in the task and add to the section hazard table.

6.3.3. (Added-PACAF) When deemed appropriate by the commander/supervisor, ensure personnel, who are active in high-risk activities, are counseled about appropriate risk mitigation. A risk mitigation tool, such PACAF CARES

(<https://www.hickam.af.mil/PACAF/SE/Limited/Ground/PACAF%20CARES%202001.htm>)

or other risk mitigation resource, should be used.

6.4. (Added-PACAF) All PACAF personnel will comply with the PACAF ORM Integration and Sustainment Plan.

7. (Added-PACAF) Training.

7.1. (Added-PACAF) PACAF training is divided into four levels designed to ensure flexibility so units may tailor the training to meet the unique needs of their mission and personnel assigned. All courses listed below are available via WBT on the USAF Risk Management Information Site web page at: <https://rmis.saia.af.mil>. The following is a description of the training available to the command:

7.1.1. (Added-PACAF) The Fundamentals Course is the basic level of training consisting of an overview of ORM processes and accompanied by simplified workplace examples applicable to the employee's job. Typically provided via WBT, this training was developed and designed to provide non-supervisory personnel an exposure to ORM without the level of detail provided to supervisors. All PACAF personnel will complete the Fundamentals Course.

7.1.1.1. (Added-PACAF) The Fundamentals Course will be completed within 60 days of a member's assignment to a unit and included as part of in-processing. The web-based training course available on the RMIS web page is specifically designed to meet this requirement.

7.1.2. (Added-PACAF) The Essentials for Leaders Course includes a brief review of ORM fundamentals and provides intermediate-level training on ORM application.

7.1.2.1. (Added-PACAF) All supervisors will complete the Essentials for Leaders Course within six months of in-processing.

7.1.3. (Added-PACAF) The Applications and Integration Course is the highest level of training and completion qualifies an individual to serve as an instructor, facilitator, or advisor for all organizational ORM activities and training. This course is taught by the Transportation Safety Institute (TSI) at Kirtland AFB, or locally using AFSC course materials and AFPAM 90-902. Additionally, individuals can become qualified by completing ORM WBT modules 1, ORM Fundamentals; 2, ORM Essentials for Leaders; and 3, ORM Application and Integration. The WBT courses are available through the RMIS web site (<https://rmis.saia.af.mil>) and clicking on the ORM University button. All unit ORM advisors will complete this course.

7.1.4. (Added-PACAF) Executive Overview Training is provided to senior executives, typically commanders, deputies, and branch chiefs at O-6/GS-15 or above. This training provides an understanding of the processes in use within their organizations, the benefits and limitations of current processes, and the opportunities afforded by enhanced risk management processes. Senior leaders are not expected to train others in ORM processes; however, showing support for and encouraging ORM efforts is expected. This training is available from TSI or completing the Executive Overview ORM WBT.

7.1.5. (Added-8FW) All 8 FW military personnel will complete ORM training IAW AFI 90-901/PACAF Sup 1 and the current PACAF ORM Integration and Sustainment Plan.

7.1.5. (Added-51FW) All 51 FW military personnel will complete ORM training IAW AFI 90-901/PACAF Sup 1 and the current PACAF ORM Integration and Sustainment Plan.

7.1.6. (Added-8FW) The primary method of training will be WBT modules found on the USAF Risk Management website at <https://rmis.saia.af.mil> or the 8 FW/SE website at <https://web.kunsan.af.mil/milpages/8FW/8FW-Safety/orm.htm>. Personnel will provide a copy of their completion certificates to their unit ORM training monitor and should keep a copy for their personnel records.

7.1.6. (Added-51FW) The primary method of training will be WBT modules found on the USAF Risk Management website at <https://rmis.saia.af.mil>. Personnel will provide a copy of their completion certificates to their unit ORM training monitor and should keep a copy for their personnel records.

7.1.7. (Added-8FW) 8 FW/SE will ensure key ORM concepts, and the PACAF requirement for unit ORM training, are briefed at the Newcomer's Safety Briefing, the Unit Safety Representative and the Supervisor Safety Courses. This Training is not a substitute for the WBT required by PACAF.

7.1.7. (Added-51FW) 51 FW/SE will ensure key ORM concepts, and the PACAF requirement for unit ORM training, are briefed at the Right Start Safety Briefing, the Unit Safety Representative and the Supervisor Safety Courses. This training is not a substitute for the WBT required by PACAF.

7.1.8. (Added-8FW) 8 FW/SE will disseminate PACAF/SE-developed ORM handbooks, pamphlets, guides, templates and reference materials when PACAF makes them available.

7.1.8. (Added-51FW) 51 FW/SE will disseminate PACAF/SE-developed ORM handbooks, pamphlets, guides, templates, and reference materials when PACAF makes them available.

7.2. (Added-PACAF) Organizations may substitute locally conducted introductory training in place of the Air Force ORM WBT course, provided such training includes concepts covered in the WBT. This training may be combined with Awareness Training when feasible.

7.3. (Added-PACAF) All ORM training should be documented to reduce duplication of training upon a permanent change of station (PCS) or permanent change of assignment (PCA). Traditional forms of documentation include, but are not limited to, members' AF Form 623, Individual Training Record, Core Automated Maintenance System (CAMS), AFORMS, or a computer-generated product. It is recommended individuals keep any training completion certificates. Before creating computer-generated forms, contact PACAF Forms Management (DSN 449-4677) for assistance with forms analysis,

probable design in the current and approved Air Force forms software, and management in PACAF forms' inventory (see AFI 33-360, Volume 2, *Forms Management Program*).

7.3.1. (Added-8FW) All units will establish ORM training as part of each unit's in-processing checklist, and establish a system to document initial ORM training (i.e., AF Form 623, *Individual Training Record*, AF Form 55, *Employee Safety and Health Record*, AFORMS, CAMS, etc.).

7.3.1. (Added-51FW) All units will establish ORM training as part of each unit's in-processing checklist, and establish a system to document initial ORM training (e.g., AF Form 623, **Individual Training Record**, AF Form 55, **Employee Safety and Health Record**, AFORMS, CAMS, etc.).

7.3.2. (Added-8FW) Maintain documentation at the squadron/WSA level to include ORM training completion certificates. 8 FW/SE will "spot check" this documentation during each unit's Annual Ground Safety and Program Management Inspection.

7.3.2. (Added-51FW) Maintain documentation at the squadron/WSA level to include ORM training completion certificates. 51 FW/SE will "spot check" this documentation during each unit's Annual Ground Safety and Program Management Inspection.

7.3.3. (Added-8FW) If personnel can provide written documentation, that they have already completed AF Safety Center or other MAJCOM-approved training, the PACAF-mandated ORM training is not required unless assigned to a higher supervisory position. Unit ORM training monitors should document the previous training.

7.3.3. (Added-51FW) If personnel can provide written documentation, that they have already completed AF Safety Center or other MAJCOM-approved training, the PACAF-mandated ORM training is not required unless assigned to a higher supervisory position. Unit ORM training monitors should document the previous training.

FRANCIS C. GIDEON, JR., Major General, USAF
Chief of Safety

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFPD 90-8, *Environment, Safety, and Occupational Health*

AFPD 90-9, *Operational Risk Management*

AFPD 91-2, *Safety Program*

AFI 91-202, *USAF Mishap Prevention Program*

Military Standard 882, *System Safety Program Requirements*.

Abbreviations and Acronyms

AFI—Air Force Instruction

AFPD—Air Force Policy Directive

ANG—Air National Guard

DRU—Direct Reporting Unit

FOA—Field Operating Agency

HQ—Headquarters

IPT—Integrated Process Team

MAJCOM—Major Command

ORM—Operational Risk Management

PDO—Publications Distribution Office

SAF—Secretary of the Air Force

USAF—United States Air Force

WWW—World-wide Web

Terms

ORM Advisor—Organization level ORM focal point who serves as advisor to commanders, managers, supervisors, and etc. on ORM policy, application, and training.

Operational Risk Management (ORM)—The systematic process of identifying hazards, assessing risk, analyzing risk control options and measures, making control decisions, implementing control decisions, accepting residual risks, and supervising/reviewing the activity for effectiveness.

Risk—The probability and severity of loss or adverse impact from exposure to various hazards.

Risk Assessment—The process of detecting hazards and their causes, and systematically assessing the associated risks.

System—A composite, at any level of complexity, of personnel, procedures, materials, tools, equipment,

facilities, and software. The elements of this composite entity are used together in the intended operational or support environment to perform a given task or achieve a specific mission requirement.

System Safety—The application of engineering and management principles, criteria, and techniques to achieve acceptable mishap risk, within the constraints of operational effectiveness and suitability, time, and cost, throughout all phases of the system life cycle. (Military Standard 882D)

Attachment 1 (PACAF)**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFI 33-360 Volume 2, *Forms Management Program*

AFPD 90-9, *Operational Risk Management*

AFI 90-901, *Operational Risk Management*

AFPAM 90-902, *Operational Risk Management (ORM) Guidelines and Tools*

Abbreviations and Acronyms

AFI—Air Force Instruction

AFPAM—Air Force Pamphlet

AFPD—Air Force Policy Directive

AFSC—Air Force Safety Center

AOR—Area of responsibility

CAMS—Core Automated Maintenance System

CBT—Computer Based Training

CSAF—Chief of Staff of the Air Force

DoD—Department of Defense

HQ—Headquarters

MAJCOM—Major Command

NAF—Numbered Air Force

ORM—Operational Risk Management

PACAF—Pacific Air Forces

PCA—Permanent Change of Assignment

PCS—Permanent Change of Station

TSI—Transportation Safety Institute

USAF—United States Air Force

VTC—Video Tele-Conference

WBT—Web-based Training

WWW—World Wide Web

Terms

Hazard—A condition with the potential to cause negative impact in any situation. This impact may be

financial, public perception, personal injury or death, property damage, or mission degradation.

High Risk Activities—Activities that include one or more of the following:

Poses a great risk to life or serious illness or injury.

Poses a high degree of exposure to a significant number of personnel.

Significantly increased mishap potential due to nature of activity, physical conditions, or type of equipment used.

A significant negative trend in loss of life or resources.

Mishap—An unplanned event or series of events resulting in death, injury, occupational illness, or damage to or loss of equipment or property.

Operational Risk Management (ORM)—The systematic process of identifying hazards, assessing risk, analyzing risk control options and measures, making control decisions, implementing control decisions, accepting residual risks, and supervising/reviewing the activity for effectiveness. AFPAM 90-902, *Operational Risk Management (ORM) Guidelines and Tools*, provides the definitions, guidelines, procedures and tools for the integration and execution of ORM. It has application and use for all US Air Force organizations and personnel.

ORM Advisor—Organization level ORM focal point that serves as advisor to commanders, managers, supervisors, and other personnel on ORM policy, application, and training.

Risk—An expression of consequences in terms of the probability of an event occurring, the severity of the event and the exposure of personnel or resources to potential loss or harm. A general expression of risk as a function of probability, severity, and exposure can be written as: $\text{Risk} = f(P, S, E)$.

Risk Assessment—The process of detecting hazards and their causes, and systematically assessing the associated risks.

Section Supervisor—Person responsible for the day-to-day activities of an Air Force organizational element.

Attachment 2 (Added-PACAF)**UNIT ADVISOR CHECKLIST**

A2.1. (Added-PACAF) Is there evidence the unit commander is an advocate for the unit ORM program? {AFI 90-901, para 3.4.} Look for minutes of meetings, policy letters, and evidence of unit ORM activities not possible without unit commander support.

A2.2. (Added-PACAF) Is integration of ORM into planning at all levels supported by the Commander? {AFI 90-901, para 3.4.} Is ORM briefed and/or mandated for all plans, exercises, deployments, etc? As a minimum, these should be evident in staff meeting minutes. Copies of briefings containing ORM material should be available for review. Operational and support plans should identify maximum-performance with minimum-risk options. Also, task planning within functional areas should be accomplished using ORM principles.

A2.3. (Added-PACAF) Is implementation of ORM evident throughout the unit? {PACAF Sup 1 para 6.2.6. (Added)}

A2.3.1. (Added-PACAF) Can the ORM Advisor show ORM implementation for the organization in all functional areas down to shop level? Look for real-world applications data, risk control charts showing risk trends for mission-essential processes, and training data.

A2.3.2. (Added-PACAF) If there are shortfalls in implementation, is there evidence the commander has been informed of these shortfalls? Look for items such as meeting minutes, policy letters, databases, and other records of activities.

A2.4. (Added-PACAF) Risk Decision-Making. {AFI 90-901, para 3.2.}

A2.4.1. (Added-PACAF) Are risk decisions made at the appropriate level? Look for trends of unreasonably elevated or delegated decision making.

A2.4.2. (Added-PACAF) Is there a published unit policy for elevating risk decisions? Look in the commander's ORM policy letter. Is the unit policy readily available to all assigned personnel? Look for ORM policy in operating instructions, local supplements, etc.

A2.5. (Added-PACAF) Has an ORM Advisor been appointed and properly trained? {PACAF Sup 1, para 6.1.4. (Added) and 7.1.3. (Added)} As a minimum, documentation should include a letter of appointment signed by the commander. The advisor should be at least a SSgt with 12 months retainability at time of appointment. If retainability is less than 12 months verify steps are being taken to train a replacement.

A2.6. (Added-PACAF) Has the ORM Advisor attended the ORM Applications and Integration Course? {PACAF Sup 1, para 6.2.3. (Added)} A copy of the training certificate from the Transportation Safety Institute (TSI), a certificate from the WBT, a certificate from VTC training, or a locally developed course certificate is acceptable. A memorandum for record (MFR) or e-mail identifying a request for training or a confirmed class date for an advisor who has not yet completed training will also meet this requirement.

A2.7. (Added-PACAF) Are personnel completing the ORM Fundamentals Course within 60 days of assignment to a unit? {PACAF Sup 1, para 7.1.1. (Added)} Training may have been provided as a briefing, classroom instruction, or web based.

A2.8. (Added-PACAF) Have supervisory personnel completed the PACAF Essentials for Leaders Course? {PACAF Sup 1, para 7.1.2.1. (Added)} Training may have been provided as a briefing, classroom instruction, or web based.

A2.9. (Added-PACAF) Is implementation of ORM in all functional areas evident? {AFI 90-901, para 4.1.} Evidence of ORM implementation in all functional areas, such as risk control charts showing risk trends for work center tasks.

A2.10. (Added-PACAF) Is involvement of all personnel in ORM activities evident? {AFI 90-901, para 2.3.} Look for personnel participation from all areas. ORM should not be centrally managed; rather decentralization is important to allow unique work centers the flexibility to meet their mission needs. Informal interviews with unit personnel should provide enough data to indicate involvement. Review any documented ORM applications.

A2.11. (Added-PACAF) Do supervisors ensure individuals apply ORM to day-to-day operations or tasks? {AFI 90-901, para 3.4.} Meeting minutes, checklists, job aids, training outlines or plans, visual aids, or any other evidence supporting ORM activities.

A2.12. (Added-PACAF) Can personnel assigned identify the ORM 6-step process? {AFI 90-901, para 4.5.} Interview a random sampling to identify their familiarization with ORM. Wallet-cards, posters or any other aid is acceptable. Conceptually accurate responses are preferred over word-for-word recitations of text lacking in understanding of the process.

A2.13. (Added-PACAF) Is there evidence that all personnel are applying ORM principles, concepts, and techniques to assess the risks associated with their daily activities, both on and off duty? {AFPD 90-9, para 5.7.} A majority of personnel asked should provide anecdotal information regarding personal application of ORM principles.

A2.14. (Added-PACAF) Do commanders/supervisors know the high-risk activities their personnel participate in, both on- and off-duty? {PACAF Sup 1, para 6.1.5. (Added)} The intent is for commanders/supervisors to have the opportunity to intervene with a risk mitigation tools (for example, PACAF Comprehensive Assessment of Risk & Evaluation System (CARES)) where they see the need and if they think it is appropriate.

A2.15. (Added-PACAF) Has the wing commander determined the high risk activities for their base? {PACAF Sup 1, para 6.1.5. (Added)} An example list is available in **Attachment 3 (Added)** of PACAF Sup 1.

Attachment 3 (Added-PACAF)

HIGH RISK ACTIVITIES

Examples of High-Risk Activities (This list is not all inclusive):

All Terrain Vehicles riding
Auto/Motorcycle Racing
Bungee Jumping
Civil Helicopter Flying
Civil Light Aircraft Flying
Cliff Diving
Dirt Biking
Hang Gliding
Hunting
Kayaking
Kite Jumping
Kite Surfing
Mountain Climbing/Rappelling
Para-sailing
Rodeo/Bull-Riding
Scuba Diving
Sky Diving
Snow Skiing & Boarding
Snowmobile riding
Soaring
Surfing
White Water Rafting/Activities